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TL/ATL Concept of Operations (ESF #3?)

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Topics

- Cadre Structure
- Training Evaluations/Selection
- Deployment Evaluations
- Team Leader Five Year Outlook

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ESF #3 Cadre Program

- The ESF #3 Cadre Program consists of five levels:
  - Assistant Team Leader (ATL) Regional
  - Assistant Team Leader (ATL) National
  - Assistant Team Leader Promotable (ATL-P)
  - Team Leader (TL)
  - Permanent Cadre

Assistant Team Leader

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- All cadre members enter at the ATL level
- Volunteer program
  - National ATLs (40 slots)
  - Regional ATLs
- Primarily deployed to assist TL in NRCC, RRCC, ERT-A, IMAT, IOF and ERT/JFO
- May also be deployed to: Recovery Field Office (RFO), UOC, NORTHCOM, Joint Task Force, DHS National Operations Center, IAAT or as SME

Assistant Team Leader (P)

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- High evaluations by responding TL/FEMA
- Recommendation of TL(s) for promotion
- Concurrence of TL cadre and CECW-HS
- One year probationary period serving as TL on select disasters
- Promotion to TL by CECW-HS following successful probationary period

Team Leader

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- **Disaster**
  - ESF #3 TL to NRCC, RRCC, ERT/JFO, UOC, NORTHCOM, Joint Task Force, DHS National Operations Center
  - Possible advisor/support to MSC/District
  - IAAT
- **Non-Disaster**
  - Training, Exercises
  - Mission SME
  - CERAP Process
  - TL/ATL Coaching

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Permanent Cadre

- **Five HQ Positions (Remain at Current Duty Station)**
  - Currently 3 of 5 permanent positions filled
  - Interviews for other 2 have been conducted
- **Each Cadre member assigned coordination/assistance responsibilities to two MSCs**
- **Disaster**
  - ESF #3 TL Response
  - IMAT Response (One national, three regional)
  - Oversight of Response Operations for each event
  - Possible advisor/support to MSC/District

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Permanent Cadre

- **Non-Disaster**
  - Training, Exercises
  - National Level Initiatives (PSMAs, debris estimating tool, logistic coordination group)
  - RISC Meetings (if required)
  - Training and Coordination with FCO Cadre
  - CERAP Process
  - TL/ATL Coaching

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Training Evaluation

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Training Evaluation

The program is a candidacy program. Candidates are nominated for the position, and then evaluated based upon the following:

- Pre-requisite Pre-Course Study Material – Complete or Incomplete 10% of score

- Post test scores – Numerical score 40% of score

- Evaluation form – 50% of the total score will be based upon a qualitative performance of the candidate

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Training Evaluation

	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
Ability to synthesize information and make decisions that are responsive to the environment					
Displays leadership skills by leading by example					
Displays leadership skills by being proactive					
Displays leadership skills by cultivating respect of others.					
Displays leadership skills by demonstrating respect for others					
Communicates clearly					
Listens carefully					
Manages tasks hierarchically and delegates appropriately					
Total Skills/Attributes Score:					

Recruiting/Selection Plan

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- **Selection Timeline**
  - 2-6 June — ATL Training
  - 6 June — TL Evaluation
  - 13 June — HQ evaluation
  - 20 June — Final selection

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ATL Deployment

- Three Teams (Red, White, Blue)
- Not deployed in order listed on ENGLink
- MSC use of organic resources

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Assistant Team Leader Status

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
R	W	B	R	W	B	R	W	B	R	W	B

R
Name
Leo Arbaugh
Matt Bourgeois
Robert Burnside
Deborah Fletcher
Gretchen Martinsen
Edwin Hargis
Alfonso O'Neil
Kerri Stark
Jay Vanhoose
Kevin Woods
Buddy Billington
Austin Gerrard

W
Name
Elizabeth Paige Caldwell
TJ Tessneer
Cynthia Fowler
Jared Gartman
Tony Hill
Gary Shoffstall
Mark Wingate
Drew Benziger
Brigit Morris
Bonnie Greenleaf
Debbie Massenburg
David Nelson

B
Name
Hubert (Bo) Ansley
Jennifer Chang
TJ Fichera
Kathy Grimes
Joel Hendrix
Russ Jaramillo
Marsha Schreiber
Carl Miller
Duke Roberts
Charlie Tobin
Herbert Wagner
Robert Waigand
Amy Aton
William Rogers

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Deployment Evaluations

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Deployment Evaluation

- The process will evaluate the following key performance areas:
  - Achievement Focus
  - Leadership/Managerial Skills
  - Interpersonal Skills
  - Cognitive Abilities
  - Personal Effectiveness

TL Deployment Evaluation

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- Responding TL (or ATL) will be evaluated by:
  - FEMA (Infrastructure Branch, Ops Chief or FCO)
  - Division Forward Commander
  - CERAP (IAAT)

- All TL evaluations will be forwarded to CECW-HS, ESF #3 Cadre Program Manager.

- TL List will be reviewed annually by CECW-HS.

- Evaluations will be provided to your supervisor for input to your yearly rating.

ATL Deployment Evaluation

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- All ATL deployments will be officially evaluated by:
  - TL (typically)
  - FEMA when serving as the ESF #3 lead
    - Division Forward Commander
    - CERAP (IAAT)

- Responding TL will evaluate supporting ATLs performance in accordance with the ESF #3 Cadre Plan evaluation form.

- Responding TL will make recommendations to the TL board (ESF #3 Program Manager, current TLs and permanent cadre members).

ATL Deployment Evaluation

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- TL board will act as reviewing committee, CECW-HS will make final recommendations to DCW as to status of ATLs and potential elevation to ATL(P).

- Evaluations will be provided to your supervisor for input to your yearly rating.

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Current TL Cadre

Year	Retirements	Available
2008	1	22
2009	8	14
2010	2	12
2011	0	12
2012	3	9
Total	14	9

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Questions??

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Rating Scheme

- Candidates will be ranked against a matrix that includes:
  - Prior Disaster Experience (High, Med, Low, none)
  - Pre-test - Knowledge of Corps Roles in NRP and PL 84-99 (High, Med, Low, none)
  - Leadership Skills (High, Med, Low)
  - Management Ability (High, Med, Low)
  - Interpersonal Skills (High, Med, Low)
  - Problem Solving Skills (High, Med, Low)
  - Capacity for Working in a high stress environment (High, Med, Low)

First two criteria should have lower weighting than the remaining five.

Rankings from all panel members will be summed to consolidate final rankings.

Panel will discuss final rankings and decide on threshold for selection.

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Mentors
Did we assign at TL Workshop?)

Duties….

- Explore the following:
  - Selectee's specific experience
  - Selectee's ability to perform in adverse conditions
  - Selectee's ability to work under a microscope
  - Selectee's ability to lead and manage
- Supplement the Selectee's knowledge of PL 84-99 and NRP as necessary
- Assure that selectee's basic knowledge is sufficient to hit the ground running during the training
- Jointly develop (with selectee) an IDP for the selectee to assure maximum opportunities for success.
- Deploy as a team with their respective selectees
- Provide guidance as needed to enhance the development of the selectee